

ENCINA
WASTEWATER
AUTHORITY

RECOMMENDED
OPERATING &
CAPITAL
BUDGET
2018



ENCINA
WASTEWATER
AUTHORITY

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ENCINA
WASTEWATER
AUTHORITY

MISSION STATEMENT

AS AN ENVIRONMENTAL LEADER, EWA
PROVIDES RELIABLE AND FISCALLY
RESPONSIBLE WATER RESOURCE RECOVERY
SERVICES TO THE COMMUNITIES OF
NORTHWEST SAN DIEGO COUNTY.

PROUDLY SERVING

CITY OF CARLSBAD

CITY OF VISTA

BUENA SANITATION DISTRICT

VALLECITOS WATER DISTRICT

LEUCADIA WASTEWATER DISTRICT

CITY OF ENCINITAS



ENCINA WASTEWATER AUTHORITY

FY2018 RECOMMENDED OPERATING & CAPITAL BUDGETS

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Date: April 26, 2017

To: Honorable Chair and Members of the Board of Directors
Encina Joint Advisory Committee
Boards and Councils of the Encina Member Agencies

From: Michael Steinlicht, General Manager

Subject: Transmittal of FY2018 Recommended Operating & Capital Budgets

This letter transmits the Encina Wastewater Authority's (EWA) Recommended Fiscal Year 2018 Operating and Capital Budgets. In conformance with the Revised Basic Agreement for Ownership, Operation and Maintenance of the Encina Joint Sewage System, this Recommended Budget estimates both the amount of money required to operate, maintain and administer the Joint System during Fiscal Year 2018; and, the proportionate amount to be paid by each Member Agency.

The Recommended FY2018 Operating and Capital Program Budgets total approximately \$30.2 million and is summarized below:

		Actual FY2016		Budget FY2017		Recommended FY2018	% Change
Operating Program	\$	14,307,833	\$	15,043,385	\$	15,283,515	1.6%
Capital Program	\$	6,445,099	\$	13,165,897	\$	14,882,012	13.0%
Combined Program Budgets	\$	20,752,932	\$	28,209,282	\$	30,165,527	6.9%

OPERATING BUDGET OVERVIEW

The Recommended FY2018 Operating Budget is comprised of seven (7) operational programs that provide services to the Encina Member Agencies. Each operational program includes direct personnel and non-personnel expenses and related internal service fund (ISF) charges. The Recommended FY2018 Budget reflects management's strategies and objectives to ensure continued achievement within each of the seven (7) Business Values identified in the 2020 Business Plan: Protect the Pacific Ocean; Preserve Public Health; Develop Encina's Water Resources; Be Transparent; Conduct Sound Planning; Invest Appropriately; and Remain Efficient and Fiscally Responsible. The Recommended FY2018 Operating Budget totals approximately \$15.3 million for the seven (7) operational programs summarized below:

Operating Program		Actual FY2016		Budget FY2017		Recommended FY2018	% Change
Encina Water Pollution Control Facility	\$	11,597,639	\$	12,470,838	\$	12,576,318	0.8%
Environmental Compliance – Source Control	\$	637,701	\$	741,870	\$	691,268	-6.8%
Agua Hedionda Pump Station	\$	302,966	\$	338,704	\$	343,669	1.5%
Buena Vista Pump Station	\$	438,134	\$	464,041	\$	466,226	0.5%
Buena Creek Pump Station	\$	328,200	\$	367,677	\$	356,895	-2.9%
Carlsbad Water Recycling Facility	\$	830,701	\$	1,017,461	\$	1,146,920	12.7%
Raceway Basin Pump Station	\$	172,492	\$	205,764	\$	212,219	3.1%
Sub-Total: Expenses	\$	14,307,833	\$	15,606,355	\$	15,793,515	1.2%
Estimated Other Operating Revenue	\$	-	\$	(562,970)	\$	(510,000)	-9.4%
Total Operating Budget	\$	14,307,833	\$	15,043,385	\$	15,283,515	1.6%

The FY2018 Operating Budget reflects EWA's continuing commitment to provide sustainable and fiscally responsible wastewater services to the communities it serves while maximizing the use of alternative and renewable resources. The Recommended FY2018 EWPCF Operating Budget includes \$250,000 in contingency funding to help each of the Member Agencies make sufficient appropriations for their share of EWA expenditures as part of their annual budgeting processes.

CAPITAL BUDGET OVERVIEW

The Recommended FY2018 Capital Budget totals approximately \$14.9 million for the three (3) established EWA capital programs summarized below:

Capital Program	Actual FY2016	Budget FY2017	Recommended FY2018	% Change
Capital Improvement Projects	\$ 3,043,810	\$ 9,604,000	\$ 10,973,500	14.3%
Planned Asset Replacement (PAR)	\$ 593,722	\$ 698,400	\$ 736,600	5.5%
Capital Acquisitions and Minor Plant Rehabilitation	\$ 790,287	\$ 541,000	\$ 769,900	42.3%
Allocated Personnel Expenses	\$ 2,017,280	\$ 2,322,497	\$ 2,402,012	3.4%
Total Capital Budget	\$ 6,445,099	\$ 13,165,897	\$ 14,882,012	13.0%

Improvement Projects are planned, scoped, and prioritized through the Comprehensive Asset Management Program (CAMP). The most recent CAMP was published in May 2015 and is scheduled for another update to be completed in December 2017. It considers anticipated changes in regulatory requirements, prospective operational efficiencies, funding availability and other factors.

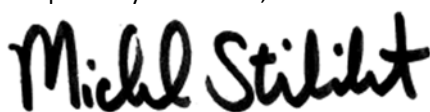
The Recommended FY2018 Capital Budget includes \$2,402,012 in funding for 12.96 full-time equivalent (FTE) positions. These positions include full and part-time efforts of EWA executives, professionals, managers, and technical staff who plan, direct, and support EWA's Capital Program.

Significant Improvement Projects recommended for FY2018 funding include: SCADA Network System Improvements (\$3,290,000); Primary Area Improvements (\$2,200,000); PE Pipeline Rehabilitation Phase II and Sludge Pumping Upgrades (\$911,000); and the Alternative Fuels Screening Facility Project (\$897,000).

Planned Asset Replacement (PAR) reflects minor plant rehabilitation efforts undertaken by EWA staff to maintain the \$250 million invested by the Member Agencies in Joint System assets. Recommended PAR Projects total \$736,600. Recommended Capital Acquisitions & Minor Plant Rehabilitation total \$769,900 and reflect appropriate investment in minor infrastructure, equipment and mobile assets.

Please join me in recognizing the staff whose efforts produced this document. Joseph Spence, Management Analyst, led staff efforts in the preparation and development of the FY2018 Recommended Budget with assistance from LeeAnn Warchol, Administrative Services Manager, and third-party quality control review by Financial Management Consultant, Neil Glass. The Executive Leadership Team coordinated the budget development processes within their respective departments. Assistant General Manager, Scott McClelland, made certain our constantly developing ideas were presented clearly, consistently and accurately.

Respectfully Submitted,



Michael Steinlicht
General Manager

Policy Brief

Date: April 26, 2017

To: Honorable Chair and Members of the Board of Directors
Encina Joint Advisory Committee
Boards and Councils of the Encina Member Agencies

From: Michael Steinlicht, General Manager

Subject: Workforce Staffing Strategy

The Encina Wastewater Authority's (EWA) workforce staffing strategy is linked directly to its mission, vision, values and strategic business and tactical plans. It includes a cost-effective blend of human resources that includes permanent employees, consultants, contract and limited duration employees. Staffing decisions are based on established criteria designed to add value to the organization, reduce risk, and complement or leverage existing staff competencies.

The staffing needs of EWA are reviewed annually. With few exceptions, decisions to expand or contract EWA's total complement of Full Time Equivalent (FTE) staff are made as part of the budget development process. Department Directors requesting additional staff are required to submit a written report to the General Manager justifying the request.

EWA's staffing strategy centers on identifying the core workforce needed for ongoing work, which is essential to its mission on a permanent basis and should therefore be permanently staffed, as opposed to work that may be equally important to EWA but has a limited timeframe, or which has a temporary (even if several years) peak workload but is then expected to diminish. Any temporary programmatic increase in workload should consider the use of Limited Duration Employees (LDE) with an established, predictable separation date based upon the temporary nature of the work. In evaluating the need for additional staff, written justification for any new FTEs should address the following criteria:

Evaluation Criteria	Justification Must Address
Permanence	Is the work permanent in nature and not likely to diminish over time?
Reprioritization	Can work within the department be reprioritized to meet the new need, while reducing or eliminating other existing work, redeploying existing staff and negating the need to add an FTE?
Cost Effectiveness and Budget Impact	Is adding an FTE more cost effective over the expected life of the position's work than alternative resourcing options (e.g. temporary, LDE or contract resources)?
Full Time vs. Part Time	Does the work require a full-time position, or can the work be accomplished with a half-time position?
Appropriate Classification	Can the position be filled at a lower classification and accomplish the work, while minimizing the costs to EWA?
Institutional Knowledge	Does the position require institutional knowledge that could not likely be built and sustained through the use of temporary employees, LDE's, or contract resources?
Market Availability	What is the market availability and competitive landscape for the desired skill set of the proposed position?
Special Skills or Certifications Required	Are special skills or certification required to perform the work?
Risk Management and Transparency	Does the critical nature of the position, or the consequence of error or failure to effectively and safely perform the work make the use of outside resources impractical or too risky? Is there a concern for loss of transparency if outside resources are utilized?
Logistical Issues	Does the position's workplace locations, demands or duties create logistical challenges that make the use of temporary or contract resources impractical?

Workforce Staffing Justification

The Recommended Fiscal Year 2018 Budget includes two additional Operator positions dedicated to heat dryer operations. A reduction in temporary labor and reclassification of the vacant Director of Engineering position to an Engineering Services Manager has partially mitigated the cost impact of this staffing proposal. The following table of justification is provided for your consideration:

Evaluation Criteria	Justification
Permanence	The proposed addition of two FTE Operator positions follows both public and private industry best practice of staffing two certified Operators per shift for heat drying operations.
Reprioritization	EWA runs a lean staffing model and currently has the same FTE count as in 1995 despite the addition of complex processes such as heat dryer operation. Reassigning certified staff from other wastewater treatment operations puts the mission at risk.
Cost Effectiveness and Budget Impact	The additional two FTE Operator positions are permanent and will remain so for as long as heat drying remains the preferred technology for biosolids processing at EWA. This is a more cost-effective option for EWA than cycling through temporary labor or extended use of overtime by existing personnel.
Full Time vs. Part Time	The additional two FTE Operator positions are required for full time shift work during a 24 hour / 365-day rotating shift schedule.
Appropriate Classification	Operators are typically hired as an Operator-in-Training and advance to an Operator II as they gain additional experience and higher levels of certification. The State Water Resources Control Board requires a Grade III certificate to make process control changes.
Institutional Knowledge	It takes 3-4 years for a new Operator to learn all of EWA's facilities and 43% of Operations Department staff are eligible to retire; thus, the use of temporary staff is not a good long term strategy.
Market Availability	Market competition is extremely tight and the existing labor pool is very limited for certified operators. As a result, EWA has utilized in-house training of new Operators with limited experience to close the shortfall.
Special Skills or Certifications Required	To work at the EWPCF, Operators must be State-certified. A Grade III certificate is required to make any process control changes, which takes 3-6 years.
Risk Management and Transparency	Consequence of failure poses risk to staff, Member Agencies, and overall facility safety. Three separate thermal events required a new course in how we conduct drying operations, which resulted in the need for two new Operators.
Logistical Issues	The additional two FTE Operator positions are required for full time shift work during a 24 hour / 365-day rotating shift schedule.

OPERATING BUDGET: REVENUE *and* EXPENSE SUMMARY

Revenue Summary

		Actual FY2016		Budget FY2017		Projected FY2017		Recommended FY2018		Change	%
City of Carlsbad	\$	4,131,571	\$	4,513,540	\$	4,322,375	\$	4,616,376	\$	102,836	2.3%
City of Vista	\$	3,679,177	\$	3,823,046	\$	3,629,206	\$	3,870,888	\$	47,842	1.3%
Buena Sanitation District	\$	1,363,235	\$	1,468,569	\$	1,393,080	\$	1,437,888	\$	(30,681)	-2.1%
Vallecitos Water District	\$	2,729,669	\$	2,690,904	\$	2,547,903	\$	2,869,817	\$	178,913	6.6%
Leucadia Wastewater District	\$	1,789,303	\$	1,911,730	\$	1,809,138	\$	1,861,785	\$	(49,945)	-2.6%
City of Encinitas	\$	614,878	\$	635,596	\$	601,330	\$	626,761	\$	(8,835)	-1.4%
Sub Total	\$	14,307,833	\$	15,043,385	\$	14,303,032	\$	15,283,515	\$	240,130	1.6%
Estimated Other Revenue		*	\$	562,970	\$	497,160	\$	510,000	\$	(52,970)	-9.4%
Total	\$	14,307,833	\$	15,606,355	\$	14,800,192	\$	15,793,515	\$	187,160	1.2%

*2016 Actual total is net of other revenue

Operating Revenues from Member Agencies by Program

		Actual FY2016		Budget FY2017		Projected FY2017		Recommended FY2018		Change	%
Encina Water Pollution Control Facility	\$	11,597,639	\$	11,907,868	\$	11,236,681	\$	12,066,318	\$	158,450	1.3%
Source Control	\$	637,701	\$	741,870	\$	752,041	\$	691,268	\$	(50,602)	-6.8%
Agua Hedionda Pump Station	\$	302,966	\$	338,704	\$	319,293	\$	343,669	\$	4,965	1.5%
Buena Vista Pump Station	\$	438,134	\$	464,041	\$	445,611	\$	466,226	\$	2,185	0.5%
Buena Creek Pump Station	\$	328,200	\$	367,677	\$	348,373	\$	356,895	\$	(10,782)	-2.9%
Carlsbad Water Recycling Facility	\$	830,701	\$	1,017,461	\$	1,006,728	\$	1,146,920	\$	129,459	12.7%
Raceway Basin Pump Station	\$	172,492	\$	205,764	\$	194,305	\$	212,219	\$	6,455	3.1%
Total	\$	14,307,833	\$	15,043,385	\$	14,303,032	\$	15,283,515	\$	240,130	1.6%

Operating Budget Expense Summary by Program

		Actual FY2016		Budget FY2017		Projected FY2017		Recommended FY2018		Change	%
Encina Water Pollution Control Facility	\$	11,597,639	\$	12,470,838	\$	11,733,841	\$	12,576,318	\$	105,480	0.8%
Source Control	\$	637,701	\$	741,870	\$	752,041	\$	691,268	\$	(50,602)	-6.8%
Agua Hedionda Pump Station	\$	302,966	\$	338,704	\$	319,293	\$	343,669	\$	4,965	1.5%
Buena Vista Pump Station	\$	438,134	\$	464,041	\$	445,611	\$	466,226	\$	2,185	0.5%
Buena Creek Pump Station	\$	328,200	\$	367,677	\$	348,373	\$	356,895	\$	(10,782)	-2.9%
Carlsbad Water Recycling Facility	\$	830,701	\$	1,017,461	\$	1,006,728	\$	1,146,920	\$	129,459	12.7%
Raceway Basin Pump Station	\$	172,492	\$	205,764	\$	194,305	\$	212,219	\$	6,455	3.1%
Total	\$	14,307,833	\$	15,606,355	\$	14,800,192	\$	15,793,515	\$	187,160	1.2%

Combined Operating Budget Expense

		Actual FY2016		Budget FY2017		Projected FY2017		Recommended FY2018		Change	%
Personnel	\$	5,841,821	\$	6,064,047	\$	6,163,690	\$	6,306,265	\$	242,218	4.0%
Non-Personnel	\$	3,651,109	\$	4,399,220	\$	4,047,558	\$	4,548,665	\$	149,445	3.4%
Internal Service Fund	\$	4,814,903	\$	5,143,088	\$	4,588,944	\$	4,938,585	\$	(204,503)	-4.0%
Total	\$	14,307,833	\$	15,606,355	\$	14,800,192	\$	15,793,515	\$	187,160	1.2%

OPERATING BUDGET: EXPENSE SUMMARY

Encina Water Pollution Control Facility

		Actual FY2016		Budget FY2017		Projected FY2017		Recommended FY2018		Change	%
Personnel	\$	4,328,603	\$	4,499,068	\$	4,565,366	\$	4,616,117	\$	117,049	2.6%
Non-Personnel	\$	2,909,928	\$	3,337,900	\$	2,997,684	\$	3,513,130	\$	175,230	5.2%
Internal Service Fund	\$	4,359,108	\$	4,633,870	\$	4,170,791	\$	4,447,071	\$	(186,799)	-4.0%
Total	\$	11,597,639	\$	12,470,838	\$	11,733,841	\$	12,576,318	\$	105,480	0.8%

Environmental Compliance – Source Control

		Actual FY2016		Budget FY2017		Projected FY2017		Recommended FY2018		Change	%
Personnel	\$	487,971	\$	483,252	\$	535,741	\$	528,174	\$	44,922	9.3%
Non-Personnel	\$	12,939	\$	88,310	\$	87,485	\$	13,235	\$	(75,075)	-85.0%
Internal Service Fund	\$	136,791	\$	170,308	\$	128,815	\$	149,859	\$	(20,449)	-12.0%
Total	\$	637,701	\$	741,870	\$	752,041	\$	691,268	\$	(50,602)	-6.8%

Agua Hedionda Pump Station

		Actual FY2016		Budget FY2017		Projected FY2017		Recommended FY2018		Change	%
Personnel	\$	158,023	\$	159,078	\$	152,818	\$	167,222	\$	8,144	5.1%
Non-Personnel	\$	104,452	\$	136,800	\$	131,260	\$	134,900	\$	(1,900)	-1.4%
Internal Service Fund	\$	40,491	\$	42,826	\$	35,215	\$	41,547	\$	(1,279)	-3.0%
Total	\$	302,966	\$	338,704	\$	319,293	\$	343,669	\$	4,965	1.5%

Buena Vista Pump Station

		Actual FY2016		Budget FY2017		Projected FY2017		Recommended FY2018		Change	%
Personnel	\$	158,664	\$	157,398	\$	156,711	\$	172,555	\$	15,157	9.6%
Non-Personnel	\$	227,425	\$	254,050	\$	245,653	\$	244,800	\$	(9,250)	-3.6%
Internal Service Fund	\$	52,045	\$	52,593	\$	43,247	\$	48,871	\$	(3,722)	-7.1%
Total	\$	438,134	\$	464,041	\$	445,611	\$	466,226	\$	2,185	0.5%

Buena Creek Pump Station

		Actual FY2016		Budget FY2017		Projected FY2017		Recommended FY2018		Change	%
Personnel	\$	158,555	\$	163,324	\$	159,280	\$	159,272	\$	(4,052)	-2.5%
Non-Personnel	\$	128,345	\$	161,000	\$	153,444	\$	156,450	\$	(4,550)	-2.8%
Internal Service Fund	\$	41,300	\$	43,353	\$	35,649	\$	41,173	\$	(2,180)	-5.0%
Total	\$	328,200	\$	367,677	\$	348,373	\$	356,895	\$	(10,782)	-2.9%

Carlsbad Water Recycling Facility

		Actual FY2016		Budget FY2017		Projected FY2017		Recommended FY2018		Change	%
Personnel	\$	436,160	\$	480,849	\$	475,735	\$	533,058	\$	52,209	10.9%
Non-Personnel	\$	235,575	\$	364,660	\$	378,943	\$	432,300	\$	67,640	18.5%
Internal Service Fund	\$	158,966	\$	171,952	\$	152,050	\$	181,562	\$	9,610	5.6%
Total	\$	830,701	\$	1,017,461	\$	1,006,728	\$	1,146,920	\$	129,459	12.7%

Raceway Basin Pump Station

		Actual FY2016		Budget FY2017		Projected FY2017		Recommended FY2018		Change	%
Personnel	\$	113,845	\$	121,078	\$	118,039	\$	129,867	\$	8,789	7.3%
Non-Personnel	\$	32,445	\$	56,500	\$	53,089	\$	53,850	\$	(2,650)	-4.7%
Internal Service Fund	\$	26,202	\$	28,186	\$	23,177	\$	28,502	\$	316	1.1%
Total	\$	172,492	\$	205,764	\$	194,305	\$	212,219	\$	6,455	3.1%

OPERATING BUDGET: REVENUE SUMMARY

City of Carlsbad

		Actual FY2016		Budget FY2017		Projected FY2017		Recommended FY2018		Change	%
Encina Water Pollution Control Facility	\$	2,973,998	\$	3,115,979	\$	2,940,347	\$	3,103,886	\$	(12,093)	-0.4%
Source Control	\$	187,690	\$	227,180	\$	230,295	\$	210,888	\$	(16,292)	-7.2%
Agua Hedionda Pump Station	\$	93,616	\$	104,660	\$	98,662	\$	106,194	\$	1,534	1.5%
Buena Vista Pump Station	\$	45,566	\$	48,260	\$	46,343	\$	48,488	\$	228	0.5%
Carlsbad Water Recycling Facility	\$	830,701	\$	1,017,461	\$	1,006,728	\$	1,146,920	\$	129,459	12.7%
Total	\$	4,131,571	\$	4,513,540	\$	4,322,375	\$	4,616,376	\$	102,836	2.3%

City of Vista

		Actual FY2016		Budget FY2017		Projected FY2017		Recommended FY2018		Change	%
Encina Water Pollution Control Facility	\$	2,712,247	\$	2,756,176	\$	2,600,824	\$	2,806,051	\$	49,875	1.8%
Source Control	\$	192,520	\$	211,281	\$	214,178	\$	197,405	\$	(13,876)	-6.6%
Agua Hedionda Pump Station	\$	209,350	\$	234,044	\$	220,631	\$	237,475	\$	3,431	1.5%
Buena Vista Pump Station	\$	392,568	\$	415,781	\$	399,268	\$	417,738	\$	1,957	0.5%
Raceway Basin Pump Station	\$	172,492	\$	205,764	\$	194,305	\$	212,219	\$	6,455	3.1%
Total	\$	3,679,177	\$	3,823,046	\$	3,629,206	\$	3,870,888	\$	47,842	1.3%

Buena Sanitation District

		Actual FY2016		Budget FY2017		Projected FY2017		Recommended FY2018		Change	%
Encina Water Pollution Control Facility	\$	971,876	\$	1,017,168	\$	959,835	\$	1,008,693	\$	(8,475)	-0.8%
Source Control	\$	63,159	\$	83,724	\$	84,872	\$	72,300	\$	(11,424)	-13.6%
Buena Creek Pump Station	\$	328,200	\$	367,677	\$	348,373	\$	356,895	\$	(10,782)	-2.9%
Total	\$	1,363,235	\$	1,468,569	\$	1,393,080	\$	1,437,888	\$	(30,681)	-2.1%

Vallecitos Water District

		Actual FY2016		Budget FY2017		Projected FY2017		Recommended FY2018		Change	%
Encina Water Pollution Control Facility	\$	2,628,340	\$	2,567,150	\$	2,422,453	\$	2,747,304	\$	180,154	7.0%
Source Control	\$	101,329	\$	123,754	\$	125,451	\$	122,513	\$	(1,241)	-1.0%
Total	\$	2,729,669	\$	2,690,904	\$	2,547,903	\$	2,869,817	\$	178,913	6.6%

Leucadia Wastewater District

		Actual FY2016		Budget FY2017		Projected FY2017		Recommended FY2018		Change	%
Encina Water Pollution Control Facility	\$	1,737,527	\$	1,838,058	\$	1,734,456	\$	1,798,211	\$	(39,847)	-2.2%
Source Control	\$	51,776	\$	73,672	\$	74,682	\$	63,574	\$	(10,098)	-13.7%
Total	\$	1,789,303	\$	1,911,730	\$	1,809,138	\$	1,861,785	\$	(49,945)	-2.6%

City of Encinitas

		Actual FY2016		Budget FY2017		Projected FY2017		Recommended FY2018		Change	%
Encina Water Pollution Control Facility	\$	573,651	\$	613,337	\$	578,766	\$	602,173	\$	(11,164)	-1.8%
Source Control	\$	41,227	\$	22,259	\$	22,564	\$	24,588	\$	2,329	10.5%
Total	\$	614,878	\$	635,596	\$	601,330	\$	626,761	\$	(8,835)	-1.4%

PERSONNEL EXPENSE SUMMARY *by* ACCOUNT

Salaries

	2017 Budget	% of Total	2018 Budget	% of Total	% Change
Regular	\$ 6,445,092		\$ 6,718,915		4.2%
Performance Pay	\$ 232,466		\$ 245,429		5.6%
Overtime	\$ 130,000		\$ 130,000		0.0%
Holiday	\$ 110,295		\$ 101,000		-8.4%
Temporary & Part-Time Staff	\$ 200,000		\$ 120,000		-40.0%
Intern Program	\$ 29,757		\$ 29,800		0.1%
Shift Differential	\$ 44,000		\$ 44,000		0.0%
Incentive Awards	\$ 14,000		\$ 14,000		0.0%
Standby	\$ 9,809		\$ 12,500		27.4%
Subtotal Salaries	\$ 7,215,418	68.3%	\$ 7,415,644	67.5%	2.8%

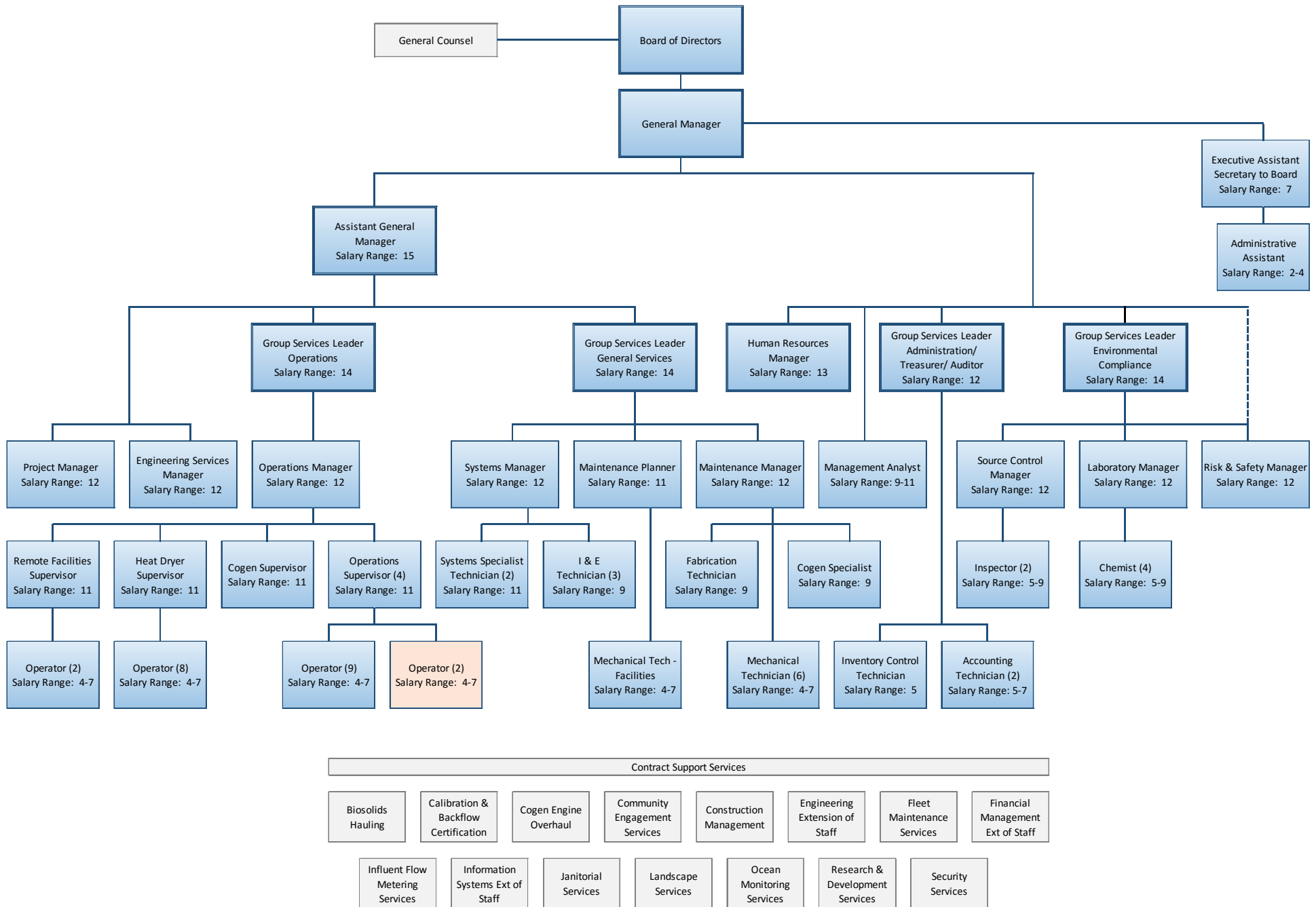
Benefits

	2017 Budget	% of Total	2018 Budget	% of Total	% Change
CalPERS Retirement Program	\$ 1,790,982		\$ 1,918,785		7.1%
CalPERS Side Fund Paydown — Final Year	\$ 431,835		\$ 444,790		3.0%
CalPERS Employee Contribution	\$ (537,090)		\$ (554,234)		3.2%
Other Post-Employment Benefits	\$ 36,000		\$ 36,000		0.0%
Flexible Benefits 125 Plan	\$ 1,064,489		\$ 1,126,664		5.8%
Deferred Compensation	\$ 255,151		\$ 266,106		4.3%
Medicare	\$ 108,822		\$ 111,816		2.8%
Unemployment	\$ 29,993		\$ 25,000		-16.6%
Workers Compensation Insurance	\$ 133,989		\$ 157,751		17.7%
Professional Certification	\$ 11,870		\$ 11,870		0.0%
Employee Assistance Program	\$ 1,917		\$ 1,900		-0.9%
General Manager Benefits	\$ 7,200		\$ 7,200		0.0%
Education Assistance	\$ 16,246		\$ 16,000		-1.5%
Subtotal Benefits	\$ 3,351,404	31.7%	\$ 3,569,647	32.5%	6.5%
Total Personnel Expense	\$ 10,566,822	100.0%	\$ 10,985,291	100.0%	4.0%

PERSONNEL EXPENSE SUMMARY *by* PROGRAM**Programs**

	2017 Budget	2017 Positions	2018 Budget	2018 Positions	% Change
Encina Water Pollution Control Facility	\$ 4,499,068	30.74	\$ 4,616,116	32.50	2.6%
Source Control	\$ 483,252	3.35	\$ 528,174	3.35	9.3%
<i>Agua Hedionda Pump Station</i>	\$ 159,078	1.07	\$ 167,222	1.07	5.1%
<i>Buena Vista Pump Station</i>	\$ 157,398	1.06	\$ 172,555	1.15	9.6%
<i>Buena Creek Pump Station</i>	\$ 163,324	1.11	\$ 159,272	1.00	-2.5%
<i>Carlsbad Water Reclamation Facilities</i>	\$ 480,849	3.36	\$ 533,058	3.60	10.9%
<i>Raceway Basin Pump Station</i>	\$ 121,078	0.83	\$ 129,867	0.85	7.3%
Remote Facilities	\$ 1,081,727	7.42	\$ 1,161,974	7.66	7.4%
Subtotal	\$ 6,064,047	41.51	\$ 6,306,264	43.51	4.0%
Internal Service Funds	\$ 2,180,278	13.53	\$ 2,277,015	13.53	4.4%
Subtotal Operating	\$ 8,244,325	55.04	\$ 8,583,279	57.04	4.1%
Capital Program	\$ 2,322,497	12.96	\$ 2,402,012	12.96	3.4%
Total Personnel Expense	\$ 10,566,822	68.00	\$ 10,985,291	70.00	4.0%

FISCAL YEAR 2018 ORGANIZATION CHART (70 FTEs)



FY2018 SALARY SCHEDULE

Range ID	Period	Minimum	Maximum	Range ID	Period	Minimum	Maximum
T1	Hourly	\$ 11.4745	\$ 15.3769	T9	Hourly	\$ 36.9315	\$ 49.4916
	Annual	\$ 23,866.92	\$ 31,983.95		Annual	\$ 76,817.30	\$ 102,942.53
T2	Hourly	\$ 21.4522	\$ 28.7481	T10	Hourly	\$ 38.6126	\$ 51.7445
	Annual	\$ 44,620.73	\$ 59,796.05		Annual	\$ 80,314.09	\$ 107,628.56
T3	Hourly	\$ 23.8558	\$ 31.9689	T11	Hourly	\$ 40.7598	\$ 54.6221
	Annual	\$ 49,619.83	\$ 66,495.31		Annual	\$ 84,780.49	\$ 113,613.97
T4	Hourly	\$ 24.5724	\$ 32.9293	M12	Hourly	\$ 49.4279	\$ 66.2382
	Annual	\$ 51,110.49	\$ 68,492.94		Annual	\$ 102,810.17	\$ 137,775.46
T5	Hourly	\$ 27.0396	\$ 36.2357	M13	Hourly	\$ 53.0911	\$ 71.1473
	Annual	\$ 56,242.45	\$ 75,370.26		Annual	\$ 110,429.72	\$ 147,986.38
T6	Hourly	\$ 30.3518	\$ 40.6743	M14	Hourly	\$ 64.3140	\$ 86.1869
	Annual	\$ 63,131.72	\$ 84,602.54		Annual	\$ 133,773.10	\$ 179,268.75
T7	Hourly	\$ 32.3964	\$ 43.4142	M15	Hourly	\$ 74.8382	\$ 100.2903
	Annual	\$ 67,384.40	\$ 90,301.54		Annual	\$ 155,663.39	\$ 208,603.82
T8	Hourly	\$ 34.8510	\$ 46.7038	GM Contract	Hourly		\$ 101.2200
	Annual	\$ 72,490.28	\$ 97,143.90		Annual		\$ 210,537.60

Labor Relations Resolution # 2015-06

Standby Duty: \$1.50 / hour

Shift Differential: \$2.50 / hour

Lead Operator Pay: \$2.50 / hour when in absence of Shift Supervisor

Certification Stipend: \$60 / pay period for Crane Operator Certificate or Welding Certificate

Meal Allowance: \$15 / meal for 2+ hours of overtime

Safety Boot Allowance: \$300 / year

Safety Prescription Eyewear Allowance: \$400 / year

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ENCINA WATER POLLUTION CONTROL FACILITY

The Encina Water Pollution Control Facility (EWPCF), located in Carlsbad, California, provides wastewater treatment services to approximately 367,000 residents in a 123 square mile service area of northwest San Diego County. The EWPCF consists of three major components: the treatment plant; the Encina Ocean Outfall (EOO); and the Joint Flow Metering System (JFMS). The EWPCF was constructed in 1963 to treat wastewater from the Cities of Carlsbad and Vista, with the City of Encinitas, Vallecitos Water District, Buena Sanitation District and Leucadia Wastewater District joining the partnership in the subsequent years. Since its original design and construction, the treatment plant has undergone four (4) major expansions – the latest completed in 2009. Today, the EWPCF is a modern resource recovery facility that produces: clean water for recycling and Pacific Ocean discharge (via preliminary and primary treatment processes; activated sludge secondary treatment; secondary flow equalization facilities; and a 1.5 mile EOO, which discharges treated effluent at an average depth of one-hundred-fifty (150) feet through an eight-hundred (800') foot section that includes 136 diffuser ports); a granular fertilizer marketed under the name PureGreen (via anaerobic digesters; solids dewatering centrifuges; and a triple-pass rotary drum heat dryer); and, about 77% of the electricity required to power the EWPCF (via a Combined Heat & Power System). In addition, the JFMS consists of sixteen flow meters strategically placed throughout the collection system. The data collected at these metering sites, which is analyzed and certified by an independent consultant, is a critical element in allocating EWPCF costs among the EWA Member Agencies.

Capacity – The EWPCF has a rated liquid treatment capacity of 40.51 million gallons per day (MGD) and a rated solids treatment capacity of 43.53 MGD. During FY2018, the EWPCF will: (1) clean more than 7.5 billion gallons of water; (2) recycle nearly 2.6 billion gallons for on-site use and regional irrigation; and, (3) process nearly 18 million pounds of solids into 6,300 tons of PureGreen fertilizer.

Cost Allocation – The EWPCF costs are allocated among member agencies based on ownership and usage charges in accordance with the Financial Plan and Revenue Program. EOO costs are allocated among Member Agencies based on the volume of effluent discharged. JFMS costs are allocated among the Member Agencies based on the number, location and type of meters.



Encina Water Pollution Control Facility

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OPERATING EXPENSE SUMMARY: ENCINA WATER POLLUTION CONTROL FACILITY

PERSONNEL

		Actual FY2016	Budget FY2017	Projected FY2017	Recommended FY2018	% Change
5100	Salaries	\$ 3,035,496	\$ 3,080,335	\$ 3,160,856	\$ 3,122,009	1%
5200	Benefits	\$ 1,293,107	\$ 1,418,733	\$ 1,404,510	\$ 1,494,108	5%
Total Personnel Expenses		\$ 4,328,603	\$ 4,499,068	\$ 4,565,366	\$ 4,616,117	3%

NON-PERSONNEL

		Actual FY2016	Budget FY2017	Projected FY2017	Recommended FY2018	% Change
21001	7330 Specialty Services	\$ 155,629	\$ 130,000	\$ 116,047	\$ 116,050	-11%
22001	5400 CEPT Polymer	\$ 104,277	\$ 105,000	\$ 99,311	\$ 107,300	2%
22001	5401 Ferric Chloride	\$ 225,025	\$ 235,000	\$ 229,279	\$ 226,300	-4%
22001	5402 Odor Control Rock Salt	\$ 5,443	\$ -	\$ 492	\$ -	0%
22001	5403 Odor Control Caustic	\$ 9,633	\$ -	\$ -	\$ -	0%
22001	5405 Atmospheric Control (Nitrogen)	\$ 12,326	\$ 27,200	\$ 18,388	\$ 18,100	-33%
22001	5406 Pellet Dust Control	\$ 74,585	\$ 97,000	\$ 89,636	\$ 96,750	0%
22001	5407 Sodium Hypochlorite	\$ 41,865	\$ 56,700	\$ 52,807	\$ 53,700	-5%
22001	5408 Coagulation Polymer	\$ 78,262	\$ 74,300	\$ 78,123	\$ 74,380	0%
22001	5409 Dewatering Polymer	\$ 460,911	\$ 565,000	\$ 490,448	\$ 482,950	-15%
22001	5420 Biosolids Disposal	\$ 291,752	\$ 300,000	\$ 287,420	\$ 304,500	1%
22001	5422 Pure Green Marketing	\$ 30,478	\$ 15,000	\$ 15,000	\$ 15,000	0%
22001	5423 Grit Hauling	\$ 93,587	\$ 83,600	\$ 108,899	\$ 103,400	24%
22001	5431 Water	\$ 20,601	\$ 25,000	\$ 23,018	\$ 26,200	5%
22001	6450 Professional Services	\$ 9,500	\$ 34,000	\$ 25,848	\$ 99,000	191%
22001	6720 Specialty Equipment	\$ 7,966	\$ 1,600	\$ 1,600	\$ 1,600	0%
22001	6730 Repair Maint Non Specific	\$ 135	\$ -	\$ -	\$ -	0%
22001	6920 Permits	\$ 23,630	\$ 28,000	\$ 25,339	\$ 28,050	0%
22001	7130 Public Information	\$ 1,620	\$ 7,000	\$ 4,000	\$ 7,000	0%
22001	7310 Safety & Medical Services	\$ 16,726	\$ 26,000	\$ 25,700	\$ 25,600	-2%
22001	7320 Safety Equipment	\$ 97,692	\$ 89,600	\$ 89,100	\$ 90,400	1%
22001	7330 Specialty Services	\$ 930	\$ 1,000	\$ 1,000	\$ 1,000	0%
22001	7611 Hazwoper Training	\$ 3,073	\$ 7,000	\$ 7,200	\$ 7,200	3%
22001	7616 First Aid Training	\$ 3,020	\$ 600	\$ 600	\$ 3,600	500%
22001	7617 Safety Other	\$ 4,875	\$ 6,500	\$ 6,500	\$ 6,500	0%
22001	7620 Contingency	\$ -	\$ 250,000	\$ -	\$ 250,000	0%
23001	5410 Chemicals	\$ 4,484	\$ 7,500	\$ 7,500	\$ 7,500	0%
23001	5530 Misc. Corrosion Protection	\$ 4,752	\$ 5,000	\$ 5,000	\$ 5,000	0%
23001	5910 Equipment Rental	\$ 14,824	\$ 8,000	\$ 10,000	\$ 9,000	13%
23001	6120 Fuel & Lube	\$ 22,856	\$ 20,800	\$ 21,143	\$ 21,950	6%
23001	6230 Janitorial	\$ 50,989	\$ 65,500	\$ 65,500	\$ 68,500	5%

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NON-PERSONNEL EXPENSES (cont.)

				Actual FY2016	Budget FY2017	Projected FY2017	Recommended FY2018	% Change
23001	6410	Laundry & Uniforms	\$	14,528	\$ 17,300	\$ 17,450	\$ 17,450	1%
23001	6424	Information Systems	\$	206,324	\$ 240,000	\$ 283,225	\$ 354,000	48%
23001	6510	Mobile Equipment Repair	\$	25,484	\$ 19,000	\$ 18,500	\$ 19,000	0%
23001	6710	Equipment New	\$	1,722	\$ 7,000	\$ 2,001	\$ 8,000	14%
23001	6730	Non-Specific Repair & Maintenance	\$	112,952	\$ 65,000	\$ 73,000	\$ 90,000	38%
23001	6930	Piping & Electrical Repair	\$	95,892	\$ 95,000	\$ 96,000	\$ 104,000	9%
23001	6940	Planned Maintenance	\$	135,925	\$ 99,500	\$ 99,500	\$ 102,000	3%
23001	7010	Plant Contracts	\$	90,436	\$ 140,000	\$ 122,200	\$ 146,400	5%
23001	7330	Specialty Services	\$	92,843	\$ 101,000	\$ 106,300	\$ 132,700	31%
23001	7510	Tools	\$	4,795	\$ 6,300	\$ 6,300	\$ 7,000	11%
24001	6730	Non-Specific Repair & Maintenance	\$	-	\$ 1,500	\$ 1,500	\$ 1,500	0%
24001	6810	Ocean Monitoring	\$	11,872	\$ 20,000	\$ 10,000	\$ 6,000	-70%
24001	6911	Effluent Testing	\$	18,389	\$ 12,000	\$ 11,000	\$ 19,000	58%
24001	6920	Permits	\$	184,945	\$ 187,500	\$ 187,501	\$ 192,000	2%
24001	6940	Planned Maintenance	\$	-	\$ 2,000	\$ 2,000	\$ 2,000	0%
50001	BOD	Professional Development	\$	-	\$ 1,100	\$ -	\$ 1,100	0%
50001	BOD	Board of Directors Fees	\$	42,377	\$ 51,800	\$ 56,309	\$ 54,450	5%
Total Non-Personnel Expenses			\$	2,909,928	\$ 3,337,900	\$ 2,997,684	\$ 3,513,130	5%

INTERNAL SERVICE FUNDS

				Actual FY2016	Budget FY2017	Projected FY2017	Recommended FY2018	% Change
11001		Administration	\$	1,674,945	\$ 1,742,817	\$ 1,433,089	\$ 1,666,274	-4%
12001		Laboratory	\$	819,564	\$ 818,863	\$ 851,319	\$ 903,962	10%
13001		Energy Management	\$	1,864,599	\$ 2,072,190	\$ 1,886,383	\$ 1,876,835	-9%
Total Internal Service Fund Expenses			\$	4,359,108	\$ 4,633,870	\$ 4,170,791	\$ 4,447,071	-4%
Total Operating Expenses			\$	11,597,639	\$ 12,470,838	\$ 11,733,841	\$ 12,576,318	1%

ENVIRONMENTAL COMPLIANCE & REGIONAL SOURCE CONTROL

The EWPCF discharges clean water to the Pacific Ocean via the Encina Ocean Outfall pursuant to a National Pollutant Discharge Elimination System (NPDES) Permit issued under the authority of the federal Clean Water Act (CWA). The CWA also covers non-domestic sources of wastewater that discharge directly to a publicly owned treatment works like the EWPCF. Such discharges are regulated by EWA's Pretreatment Ordinance, which is enforced by EWA in cooperation with the host Member Agency under authority derived from the federal CWA. The goal of Encina's Regional Source Control Program is to prevent the discharge of pollutants into the Member Agency sewer system, which may interfere with the operation of the EWPCF or pass through the system and negatively impact the ocean environment, the quality of PureGreen fertilizer or the ability to reclaim water. The Source Control Program achieves this goal by: identifying regulated industries; conducting facility inspections; issuing wastewater discharge permits; sampling industrial discharges to determine compliance; taking enforcement in response to noncompliance; responding to Member Agency requests to perform investigations regarding non-routine discharges; and, conducting related public outreach activities.

Capacity – During FY2018 staff estimates sixty (60) industries will be fully permitted, while another 540 businesses will participate in EWA's Best Management Practices Program.

Cost Allocation – Personnel Expenses make up over 86% of Source Control's budgeted expenses. Over 84% of personnel expenses are allocated to Member Agencies based on the actual level of effort by staff. Remaining personnel expenses and all non-personnel expenses are allocated to the Member Agencies on the basis of Encina Ocean Outfall flows.



Public Outreach at the Alta Vista Gardens Earth Day

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OPERATING EXPENSE SUMMARY: SOURCE CONTROL

PERSONNEL

		Actual FY2016		Budget FY2017		Projected FY2017		Recommended FY2018		% Change
5100	Salaries	\$	353,587	\$	341,971	\$	380,845	\$	378,322	11%
5200	Benefits	\$	134,384	\$	141,281	\$	154,896	\$	149,852	6%
Total Personnel Expenses		\$	487,971	\$	483,252	\$	535,741	\$	528,174	9%

NON-PERSONNEL

		Actual FY2016		Budget FY2017		Projected FY2017		Recommended FY2018		% Change
40001	5520 Books	\$	-	\$	250	\$	250	\$	250	0%
40001	5930 Equipment Replacement	\$	4,504	\$	600	\$	600	\$	600	0%
40001	6120 Fuel & Lube	\$	1,292	\$	1,725	\$	1,500	\$	1,500	-13%
40001	6310 Lab Equipment Repair	\$	4,461	\$	4,925	\$	4,325	\$	5,075	3%
40001	6410 Laundry & Uniforms	\$	1,514	\$	1,560	\$	1,560	\$	1,560	0%
40001	6422 Legal Notices	\$	390	\$	750	\$	750	\$	750	0%
40001	6450 Professional Services	\$	-	\$	75,000	\$	75,000	\$	-	-100%
40001	7120 Printing & Reproduction	\$	451	\$	500	\$	500	\$	500	0%
40001	7130 Public Information	\$	329	\$	3,000	\$	3,000	\$	3,000	0%
Total Non-Personnel Expenses		\$	12,939	\$	88,310	\$	87,485	\$	13,235	-85%

INTERNAL SERVICE FUNDS

		Actual FY2016		Budget FY2017		Projected FY2017		Recommended FY2018		% Change
11001	Administration	\$	88,260	\$	95,409	\$	78,454	\$	96,509	1%
12001	Laboratory	\$	46,665	\$	72,825	\$	48,473	\$	51,471	-29%
13001	Energy Management	\$	1,866	\$	2,074	\$	1,888	\$	1,879	-9%
Total Internal Service Fund Expenses		\$	136,791	\$	170,308	\$	128,815	\$	149,859	-12%
Total Operating Expenses		\$	637,701	\$	741,870	\$	752,041	\$	691,268	-7%

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REMOTE FACILITIES

AGUA HEDIONDA PUMP STATION

The Agua Hedionda Pump Station (AHPS) is part of the Encina Joint Sewerage System and is jointly owned by the City of Vista and the City of Carlsbad. This pump station is located on the southeast shore of the Agua Hedionda Lagoon.

Capacity – The AHPS, which is equipped with four (4) pumps rated at 8,000 gallons per minute, is operated 365 days a year on a 24 hour-a-day basis.

Cost Allocation – The AHPS is operated by EWA under a contract with the owner agencies. The costs of operating and maintaining the AHPS are allocated to the City of Vista (69.1%) and the City of Carlsbad (30.9%) in accordance with the February 2011 Memorandum of Understanding.

BUENA VISTA PUMP STATION

The Buena Vista Pump Station (BVPS) is part of the Encina Joint Sewerage System and is jointly owned by the City of Vista and the City of Carlsbad. This pump station is located on the southwest shores of the Buena Vista Lagoon.

Capacity – The BVPS, which is equipped with four (4) pumps rated at 11,000 gallons per minute, is operated 365 days a year on a 24 hour-a-day basis.

Cost Allocation – The BVPS is operated by EWA under a contract with the owner agencies. The costs of operating and maintaining the BVPS are allocated to the City of Vista (89.6%) and the City of Carlsbad (10.4%) in accordance with the February 2011 Memorandum of Understanding.



Buena Vista Pump Station

REMOTE FACILITIES (cont.)

BUENA CREEK PUMP STATION

The Buena Creek Pump Station (BCPS) is owned by the Buena Sanitation District (BSD). This pump station is located approximately two miles north of Palomar Airport Road and 1/8 mile east of Melrose Drive.

Capacity – The BCPS, which is equipped with five (5) pumps rated at 4,500 gallons per minute, is operated 365 days a year on a 24 hour-a-day basis.

Cost Allocation – The BCPS is operated by EWA under a contract with the BSD. 100% of the costs for operating and maintaining the BCPS are allocated to the BSD in accordance with the July 1998 Memorandum of Understanding.



Buena Creek Pump Station

REMOTE FACILITIES (cont.)

CARLSBAD WATER RECYCLING FACILITY

The Carlsbad Water Reclamation Facility (CWRF) is owned by the City of Carlsbad. The facility is located on nine (9) acres directly adjacent to the southwest border of the EWPCF.

Capacity – The CWRF recycles secondary effluent produced at the EWPCF, which is conveyed throughout the City for irrigation purposes. A plant expansion completed during FY 2017 increased the plant capacity to 7 MGD.

Cost Allocation – The CWRF is operated by EWA under a contract with the City of Carlsbad. 100% of the costs for operating and maintaining the CWRF are paid by the City of Carlsbad in accordance with the May 2005 Memorandum of Understanding. Recommended expenses are based on the expected recycled water production volume. Actual expenditures will reflect the actual volume of recycled water production.



Carlsbad Water Recycling Facility

REMOTE FACILITIES (cont.)

RACEWAY BASIN PUMP STATION

The Raceway Basin Pump Station (RBPS) is owned by the City of Vista. This pump station is located approximately 1/2 mile north of Palomar Airport Road and 1/8 mile west of Melrose Drive.

Capacity – The RBPS, which is equipped with three (3) pumps rated at 1,350 gallons per minute, is operated 365 days a year on a 24 hour-a-day basis.

Cost Allocation – The RBPS is operated by EWA under a contract with the City of Vista. 100% of the costs for operating and maintaining the RBPS are allocated to the City of Vista in accordance with the February 2006 Memorandum of Understanding.



Raceway Basin Pump Station

OPERATING EXPENSE SUMMARY: AGUA HEDIONDA PUMP STATION

PERSONNEL

		Actual FY2016		Budget FY2017		Projected FY2017		Recommended FY2018		% Change
5100	Salaries	\$	113,857	\$	106,660	\$	104,524	\$	110,374	3%
5200	Benefits	\$	44,166	\$	52,418	\$	48,294	\$	56,848	8%
Total Personnel Expenses		\$	158,023	\$	159,078	\$	152,818	\$	167,222	5%

NON-PERSONNEL

		Actual FY2016		Budget FY2017		Projected FY2017		Recommended FY2018		% Change
31001	5431 Water	\$	6,159	\$	9,500	\$	7,213	\$	8,700	-8%
31001	5435 Electricity	\$	76,927	\$	90,000	\$	88,261	\$	90,000	0%
31001	5910 Equipment Rental	\$	-	\$	1,000	\$	1,000	\$	1,000	0%
31001	6120 Fuel & Lube	\$	5,612	\$	3,500	\$	2,498	\$	2,450	-30%
31001	6410 Laundry & Uniforms	\$	308	\$	300	\$	300	\$	300	0%
31001	6730 Non-Specific Repair & Maintenance	\$	1,971	\$	2,500	\$	2,500	\$	2,500	0%
31001	6920 Permits	\$	1,768	\$	3,000	\$	2,688	\$	2,700	-10%
31001	6930 Piping & Electrical Repair	\$	3,377	\$	3,500	\$	3,200	\$	3,500	0%
31001	6940 Planned Maintenance	\$	2,190	\$	8,500	\$	8,500	\$	8,500	0%
31001	7010 Plant Contracts	\$	2,900	\$	2,700	\$	2,700	\$	2,700	0%
31001	7320 Safety Equipment	\$	700	\$	800	\$	800	\$	800	0%
31001	7330 Specialty Services	\$	2,540	\$	11,500	\$	11,600	\$	11,750	2%
Total Non-Personnel Expenses		\$	104,452	\$	136,800	\$	131,260	\$	134,900	-1%

INTERNAL SERVICE FUNDS

		Actual FY2016		Budget FY2017		Projected FY2017		Recommended FY2018		% Change
11001	Administration	\$	40,491	\$	42,826	\$	35,215	\$	41,547	-3%
Total Internal Service Fund Expenses		\$	40,491	\$	42,826	\$	35,215	\$	41,547	-3%
Total Operating Expenses		\$	302,966	\$	338,704	\$	319,293	\$	343,669	1%

OPERATING EXPENSE SUMMARY: BUENA VISTA PUMP STATION

PERSONNEL

PERSONNEL			Actual FY2016		Budget FY2017		Projected FY2017		Recommended FY2018	% Change
5100	Salaries	\$	114,816	\$	105,406	\$	108,428	\$	114,893	9%
5200	Benefits	\$	43,848	\$	51,992	\$	48,283	\$	57,662	11%
Total Personnel Expenses		\$	158,664	\$	157,398	\$	156,711	\$	172,555	10%

NON-PERSONNEL

NON-PERSONNEL

				Actual FY2016		Budget FY2017		Projected FY2017		Recommended FY2018	% Change
32001	5431	Water	\$	1,277	\$	2,500	\$	2,105	\$	2,300	-8%
32001	5435	Electricity	\$	187,408	\$	210,000	\$	202,087	\$	200,700	-4%
32001	5910	Equipment Rental	\$	318	\$	300	\$	300	\$	300	0%
32001	6120	Fuel & Lube	\$	5,505	\$	3,400	\$	3,370	\$	3,200	-6%
32001	6410	Laundry & Uniforms	\$	308	\$	300	\$	300	\$	300	0%
32001	6730	Non-Specific Repair & Maintenance	\$	2,747	\$	3,000	\$	3,000	\$	3,000	0%
32001	6920	Permits	\$	1,721	\$	2,600	\$	2,541	\$	2,550	-2%
32001	6930	Piping & Electrical Repair	\$	4,817	\$	5,000	\$	5,000	\$	5,000	0%
32001	6940	Planned Maintenance	\$	4,988	\$	7,000	\$	7,000	\$	7,000	0%
32001	7010	Plant Contracts	\$	2,900	\$	3,200	\$	3,200	\$	3,200	0%
32001	7320	Safety Equipment	\$	985	\$	1,000	\$	1,000	\$	1,000	0%
32001	7330	Specialty Services	\$	14,452	\$	15,750	\$	15,750	\$	15,750	0%
32001	7510	Tools	\$	-	\$	-	\$	-	\$	500	0%
Total Non-Personnel Expenses			\$	227,425	\$	254,050	\$	245,653	\$	244,800	-4%

INTERNAL SERVICE FUNDS

INTERNAL SERVICE FUNDS			Actual FY2016		Budget FY2017		Projected FY2017		Recommended FY2018	% Change
11001	Administration	\$	52,045	\$	52,593	\$	43,247	\$	48,871	-7%
Total Internal Service Fund Expenses		\$	52,045	\$	52,593	\$	43,247	\$	48,871	-7%
Total Operating Expenses		\$	438,134	\$	464,041	\$	445,611	\$	466,226	0%

OPERATING EXPENSE SUMMARY: BUENA CREEK PUMP STATION

PERSONNEL

		Actual FY2016		Budget FY2017		Projected FY2017		Recommended FY2018		% Change
5100	Salaries	\$	114,006	\$	109,471	\$	109,134	\$	105,090	-4%
5200	Benefits	\$	44,549	\$	53,853	\$	50,146	\$	54,182	1%
Total Personnel Expenses		\$	158,555	\$	163,324	\$	159,280	\$	159,272	-2%

NON-PERSONNEL

		Actual FY2016		Budget FY2017		Projected FY2017		Recommended FY2018		% Change
37001	5431 Water	\$	1,954	\$	2,500	\$	2,208	\$	2,400	-4%
37001	5435 Electricity	\$	109,872	\$	120,000	\$	112,732	\$	115,800	-4%
37001	6120 Fuel & Lube	\$	4,424	\$	3,000	\$	3,001	\$	2,750	-8%
37001	6410 Laundry & Uniforms	\$	308	\$	300	\$	300	\$	300	0%
37001	6710 Equipment New	\$	148	\$	500	\$	500	\$	500	0%
37001	6730 Non-Specific Repair & Maintenance	\$	1,860	\$	2,000	\$	2,000	\$	2,000	0%
37001	6920 Permits	\$	1,612	\$	2,850	\$	2,853	\$	2,850	0%
37001	6930 Piping & Electrical Repair	\$	3,277	\$	5,000	\$	5,000	\$	5,000	0%
37001	6940 Planned Maintenance	\$	41	\$	4,000	\$	4,000	\$	4,000	0%
37001	7010 Plant Contracts	\$	1,450	\$	1,500	\$	1,500	\$	1,500	0%
37001	7320 Safety Equipment	\$	648	\$	700	\$	700	\$	700	0%
37001	7330 Specialty Services	\$	2,753	\$	18,650	\$	18,650	\$	18,650	0%
Total Non-Personnel Expenses		\$	128,345	\$	161,000	\$	153,444	\$	156,450	-3%

INTERNAL SERVICE FUNDS

		Actual FY2016		Budget FY2017		Projected FY2017		Recommended FY2018		% Change
11001	Administration	\$	41,300	\$	43,353	\$	35,649	\$	41,173	-5%
Total Internal Service Fund Expenses		\$	41,300	\$	43,353	\$	35,649	\$	41,173	-5%
Total Operating Expenses		\$	328,200	\$	367,677	\$	348,373	\$	356,895	-3%

OPERATING EXPENSE SUMMARY: CARLSBAD WATER RECYCLING FACILITY

PERSONNEL

		Actual FY2016	Budget FY2017	Projected FY2017	Recommended FY2018	% Change
5100	Salaries	\$ 306,522	\$ 319,240	\$ 326,694	\$ 349,731	10%
5200	Benefits	\$ 129,638	\$ 161,609	\$ 149,040	\$ 183,327	13%
Total Personnel Expenses		\$ 436,160	\$ 480,849	\$ 475,735	\$ 533,058	11%

NON-PERSONNEL

		Actual FY2016	Budget FY2017	Projected FY2017	Recommended FY2018	% Change
38001	5394 Caustic Membrane Filtration	\$ -	\$ 6,000	\$ 3,382	\$ 4,500	-25%
38001	5395 Citric Acid	\$ -	\$ 5,550	\$ 5,301	\$ 7,100	28%
38001	5407 Sodium Hypochlorite	\$ 72,407	\$ 120,960	\$ 101,347	\$ 120,600	0%
38001	5408 Coagulation Polymer	\$ -	\$ 3,300	\$ -	\$ 3,300	0%
38001	5411 Sodium Bisulfate	\$ -	\$ 5,000	\$ 13,810	\$ 16,700	234%
38001	5412 Alum	\$ -	\$ 14,100	\$ -	\$ 14,100	0%
38001	5435 Electricity	\$ 89,834	\$ 118,100	\$ 162,832	\$ 169,350	43%
38001	5530 Misc. Corrosion Protection	\$ -	\$ 1,000	\$ 1,000	\$ 2,000	100%
38001	5910 Equipment Rental	\$ -	\$ 1,500	\$ 1,500	\$ 3,500	133%
38001	6120 Fuel & Lube	\$ 2,469	\$ 1,900	\$ 1,901	\$ 1,950	3%
38001	6230 Janitorial	\$ -	\$ 2,100	\$ 2,100	\$ 2,100	0%
38001	6410 Laundry & Uniforms	\$ 931	\$ 1,250	\$ 1,250	\$ 1,250	0%
38001	6424 Information Systems	\$ -	\$ 4,000	\$ 4,000	\$ 4,000	0%
38001	6730 Non-Specific Repair & Maintenance	\$ 5,553	\$ 8,000	\$ 8,000	\$ 10,000	25%
38001	6920 Permits	\$ 17,391	\$ 17,300	\$ 17,220	\$ 17,250	0%
38001	6930 Piping & Electrical Repair	\$ 3,121	\$ 4,000	\$ 4,000	\$ 6,000	50%
38001	6940 Planned Maintenance	\$ 21,183	\$ 23,800	\$ 24,000	\$ 21,300	-11%
38001	7010 Plant Contracts	\$ 2,222	\$ 4,050	\$ 4,550	\$ 4,550	12%
38001	7320 Safety Equipment	\$ 1,020	\$ 1,200	\$ 1,200	\$ 1,200	0%
38001	7330 Specialty Services	\$ 19,143	\$ 21,050	\$ 21,050	\$ 21,050	0%
38001	7510 Tools	\$ 300	\$ 500	\$ 500	\$ 500	0%
Total Non-Personnel Expenses		\$ 235,575	\$ 364,660	\$ 378,943	\$ 432,300	19%

INTERNAL SERVICE FUNDS

		Actual FY2016	Budget FY2017	Projected FY2017	Recommended FY2018	% Change
11001	Administration	\$ 115,992	\$ 130,625	\$ 107,411	\$ 134,163	3%
12001	Laboratory	\$ 42,974	\$ 41,327	\$ 44,639	\$ 47,399	15%
Total Internal Service Fund Expenses		\$ 158,966	\$ 171,952	\$ 152,050	\$ 181,562	6%
Total Operating Expenses		\$ 830,701	\$ 1,017,461	\$ 1,006,728	\$ 1,146,920	13%

OPERATING EXPENSE SUMMARY: RACEWAY BASIN PUMP STATION

PERSONNEL

			Actual	Budget	Projected	Recommended	%
			FY2016	FY2017	FY2017	FY2018	Change
5100	Salaries	\$	81,310	\$ 80,711	\$ 80,411	\$ 85,164	6%
5200	Benefits	\$	32,535	\$ 40,367	\$ 37,628	\$ 44,703	11%
Total Personnel Expenses			\$ 113,845	\$ 121,078	\$ 118,039	\$ 129,867	7%

NON-PERSONNEL

NON-PERSONNEL

				Actual FY2016		Budget FY2017		Projected FY2017		Recommended FY2018	% Change
39001	5431	Water	\$	629	\$	700	\$	661	\$	700	0%
39001	5435	Electricity	\$	21,979	\$	26,700	\$	23,930	\$	24,550	-8%
39001	5445	Telephone	\$	-	\$	600	\$	-	\$	-	-100%
39001	5910	Equipment Rental	\$	-	\$	300	\$	300	\$	300	0%
39001	6120	Fuel & Lube	\$	2,350	\$	3,500	\$	3,501	\$	3,600	3%
39001	6410	Laundry & Uniforms	\$	308	\$	300	\$	300	\$	300	0%
39001	6710	Equipment New	\$	90	\$	250	\$	250	\$	250	0%
39001	6730	Non-Specific Repair & Maintenance	\$	869	\$	2,000	\$	2,000	\$	2,000	0%
39001	6920	Permits	\$	1,610	\$	2,100	\$	2,097	\$	2,100	0%
39001	6930	Piping & Electrical Repair	\$	424	\$	2,000	\$	2,000	\$	2,000	0%
39001	6940	Planned Maintenance	\$	16	\$	3,000	\$	3,000	\$	3,000	0%
39001	7010	Plant Contracts	\$	1,450	\$	2,250	\$	2,250	\$	2,250	0%
39001	7320	Safety Equipment	\$	461	\$	650	\$	650	\$	650	0%
39001	7330	Specialty Services	\$	2,260	\$	12,150	\$	12,150	\$	12,150	0%
Total Non-Personnel Expenses			\$	32,445	\$	56,500	\$	53,089	\$	53,850	-5%

INTERNAL SERVICE FUNDS

INTERNAL SERVICE FUNDS			Actual FY2016		Budget FY2017		Projected FY2017		Recommended FY2018	% Change
11001	Administration	\$	26,202	\$	28,186	\$	23,177	\$	28,502	1%
Total Internal Service Fund Expenses		\$	26,202	\$	28,186	\$	23,177	\$	28,502	1%
Total Operating Expenses		\$	172,492	\$	205,764	\$	194,305	\$	212,219	3%

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INTERNAL SERVICE FUNDS

Internal Service Funds (ISFs) make categorical and overhead charges to operating and capital programs. Categorical charges are costs incurred by the ISF that are directly attributable to a particular operating or capital program the ISF supports. Overhead charges are costs incurred by the ISF that support more than one operating or capital program. EWA's budget reflects three ISFs: (1) Administration; (2) Laboratory; and, (3) Energy Management. The existence of these ISFs traces back to the 1998 EWA Staffing Reorganization and management's effort to distinguish between costs required to ensure public health, produce effluent water compliant with NPDES Permit standards, and maintain the associated Encina Joint System infrastructure from costs associated with administering the Encina Joint System that could be taken on by a Member Agency or a third party administrator (Administration), permit compliance activities that could be contracted out (Laboratory), and power that could be purchased from San Diego Gas & Electric (Energy Management).

Administration – The Administration Internal Service Fund provides professional support services to EWA's Board of Directors as well as all Operating and Capital Programs. Administration plans and executes EWA's business, asset management, and financial plans; provides treasury and accountancy management; is responsible for required and supplemental financial reporting; administers all human resources functions, employee benefits, professional development, and other "Employer of Choice" initiatives; and, supports EWA's governance activities.

Laboratory – The Laboratory Internal Service Fund is responsible for monitoring and reporting activities required by: (1) EWA's National Pollutant Discharge Elimination System (NPDES) Permit; (2) permits related to facilities operated and maintained by EWA staff; (3) EWA's Storm Water Permit; and, (4) permits and contracts related to biosolids use. The Laboratory is also responsible for management of EWA's Joint Flow Metering System (JFMS), as well as the sampling and data compilation elements of EWA's Financial Plan and Revenue Program.

EWA's Laboratory, which is certified by the State of California's Environmental Laboratory Accreditation Program, analyzes over 32,000 samples per year including process control, plant influent and effluent, biosolids, industrial user samples, ocean water, storm water, and drinking water. A portion of the analyses is completed under contract for EWA's Member Agencies, which generated \$253,525 in revenue in FY2016, offsetting operating expenses.



Testing biochemical oxygen demand levels

Energy Management – The Energy Management Internal Service Fund utilizes the EWPCF's power production and heat exchange facilities to maximize the beneficial reuse of digester gas produced in the wastewater treatment process thus minimizing the amount of energy EWA must purchase to operate the EWPCF. EWPCF's Energy Management facilities generates about 12 million kilowatt hours of green electricity per year from biogas thus providing more than 77% of the electricity required to operate the EWPCF. EWA is a member of the Environmental Protection Agency's Green Power Partnership and has been ranked in the Top 30 of the Green Power Leadership Club for On-Site Generation since 2011.

Cost Allocation – All ISF costs and revenues are allocated internally to one or more Operating or Capital program on the basis of use. Each Operating and Capital program has its own cost allocation that apportions its net costs the Member Agencies.

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OPERATING EXPENSE SUMMARY: INTERNAL SERVICE FUNDS

PERSONNEL EXPENSES

		Actual FY2016	Budget FY2017	Projected FY2017	Recommended FY2018	% Change
5100	Salaries	\$ 1,516,254	\$ 1,475,478	\$ 1,437,189	\$ 1,527,225	4%
5200	Benefits	\$ 662,414	\$ 704,800	\$ 667,672	\$ 749,790	6%
Total Personnel Expenses		\$ 2,178,668	\$ 2,180,278	\$ 2,104,861	\$ 2,277,015	4%

NON-PERSONNEL EXPENSES

		Actual FY2016	Budget FY2017	Projected FY2017	Recommended FY2018	% Change
11001	5445 Telephone	\$ 49,559	\$ 50,160	\$ 41,924	\$ 48,650	-3%
11001	5510 Advertising	\$ 4,399	\$ 4,350	\$ 790	\$ 4,350	0%
11001	5810 Employee Recognition	\$ 9,601	\$ 8,500	\$ 9,562	\$ 8,500	0%
11001	5920 Equipment Repair Maint	\$ 23,034	\$ 26,300	\$ 23,734	\$ 26,300	0%
11001	6210 Independent Auditor/Actuary	\$ 25,320	\$ 30,500	\$ 26,500	\$ 30,000	-2%
11001	6220 Insurance	\$ 186,682	\$ 243,700	\$ 182,657	\$ 191,800	-21%
11001	6420 Legal Services	\$ 49,153	\$ 84,000	\$ 35,000	\$ 84,000	0%
11001	6430 Memberships	\$ 78,080	\$ 74,000	\$ 81,375	\$ 84,350	14%
11001	6440 Mileage Reimbursement	\$ 3,834	\$ 4,800	\$ 3,973	\$ 4,800	0%
11001	6450 Professional Services	\$ 249,104	\$ 259,600	\$ 117,615	\$ 195,100	-25%
11001	6830 Materials & Supplies	\$ 20,916	\$ 27,200	\$ 21,532	\$ 27,300	0%
11001	7110 Postage	\$ 5,058	\$ 6,400	\$ 6,744	\$ 6,920	8%
11001	7120 Printing & Reproduction	\$ 3,086	\$ 5,050	\$ 2,150	\$ 3,900	-23%
11001	7410 Subscriptions	\$ 285	\$ 550	\$ 3,909	\$ 4,150	655%
11001	7610 Professional Development	\$ 136,089	\$ 138,900	\$ 117,450	\$ 125,300	-10%
12001	5520 Books	\$ 262	\$ 500	\$ 425	\$ 500	0%
12001	6120 Fuel & Lube	\$ 547	\$ 500	\$ 460	\$ 450	-10%
12001	6310 Lab Equipment Repair	\$ 23,236	\$ 29,300	\$ 28,309	\$ 22,500	-23%
12001	6320 Lab Minor Equip Replace	\$ 11,225	\$ 3,500	\$ 600	\$ 3,850	10%
12001	6330 Lab Supplies	\$ 70,481	\$ 76,950	\$ 76,006	\$ 76,950	0%
12001	6410 Laundry & Uniforms	\$ 3,896	\$ 3,950	\$ 3,950	\$ 3,950	0%
12001	6450 Professional Services	\$ 5,382	\$ 6,000	\$ 5,188	\$ 26,000	333%
12001	6910 Outside Analysis	\$ 17,659	\$ 6,000	\$ 6,000	\$ 8,000	33%
12001	6911 Effluent Testing	\$ 1,390	\$ 2,000	\$ 1,950	\$ 2,000	0%
12001	6912 Biosolids Testing	\$ 8,617	\$ 11,250	\$ 11,004	\$ 12,050	7%
12001	6913 Industrial User Testing	\$ 29,719	\$ 32,000	\$ 31,500	\$ 33,000	3%
12001	6920 Permits	\$ 8,478	\$ 4,000	\$ 4,000	\$ 5,300	33%
12001	7120 Printing & Reproduction	\$ 344	\$ 750	\$ 600	\$ 500	-33%
12001	7330 Specialty Services	\$ 21,608	\$ 25,250	\$ 33,501	\$ 28,750	14%
13001	5410 Chemicals	\$ 8,145	\$ 10,100	\$ 10,216	\$ 10,100	0%
13001	5435 Electricity	\$ 996,416	\$ 1,131,800	\$ 1,003,025	\$ 950,000	-16%

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NON-PERSONNEL EXPENSES (cont.)			Actual FY2016	Budget FY2017	Projected FY2017	Recommended FY2018	% Change
13001	5440	Natural Gas	\$ 401,904	\$ 408,550	\$ 346,250	\$ 368,000	-10%
13001	6120	Fuel & Lube	\$ 29,362	\$ 40,500	\$ 40,500	\$ 40,500	0%
13001	6230	Janitorial	\$ 1,485	\$ 1,500	\$ 1,500	\$ 7,500	400%
13001	6410	Laundry & Uniforms	\$ 1,195	\$ 1,800	\$ 1,565	\$ 1,600	-11%
13001	6730	Non-Specific Repair & Maintenance	\$ 18,483	\$ 20,000	\$ 20,000	\$ 20,000	0%
13001	6920	Permits	\$ 13,551	\$ 21,500	\$ 21,519	\$ 21,550	0%
13001	6940	Planned Maintenance	\$ 74,599	\$ 75,100	\$ 75,100	\$ 87,100	16%
13001	7330	Specialty Services	\$ 39,461	\$ 84,500	\$ 84,500	\$ 84,500	0%
13001	7510	Tools	\$ 4,590	\$ 1,500	\$ 1,500	\$ 1,500	0%
Total Non-Personnel Expenses			\$ 2,636,235	\$ 2,962,810	\$ 2,484,083	\$ 2,661,570	-10%
Total Operating Expenses			\$ 4,814,903	\$ 5,143,088	\$ 4,588,944	\$ 4,938,585	-4%

CAPITAL PROGRAM

The Authority's Capital Program consists of the following elements: (1) Capital Improvement Projects; (2) Planned Asset Replacement; (3) Capital Acquisitions & Minor Plant Rehabilitation; (4) Five-Year Capital Improvement Plan; and, (5) Ten Year Capital Improvement Plan.

Capital Improvement Projects – Capital Improvement Projects are those projects exceeding \$50,000 that increase or maintain the capacity of the Joint System. These projects regularly span multiple fiscal years and, therefore, unspent appropriations are typically carried forward by the Authority's annual Appropriations Resolution. Capital Project costs are allocated to Member Agencies based on ownership of the affected facilities. All Capital Projects are studied, designed, and executed pursuant to EWA's Comprehensive Asset Management Plan.



Primary Treatment (front) and the Grit & Screenings Handling Facility (right)

Planned Asset Replacement – Planned Asset Replacement projects exceed \$20,000 and extend the useful life of existing Joint System facilities. These projects are typically completed within a fiscal year, however, if a project cannot be completed, the Authority's annual Appropriations Resolution will identify unspent appropriations to be carried forward. Planned Asset Replacement costs are allocated based on ownership of the affected facilities.

Capital Acquisitions & Minor Plant Rehabilitation – Capital Acquisitions & Minor Plant Rehabilitation include the purchase of new items and facility projects that cost more than \$5,000 and maintain the capacity and useful life of existing Joint System facilities. Expenditures are allocated based on the benefiting program or internal service fund, while facility repair project costs are allocated based on ownership of the affected facilities.

CAPITAL PROGRAM (cont.)

LONG TERM CAPITAL IMPROVEMENTS

Five-Year Capital Improvement Plan – The Five-Year Capital Improvement Plan includes expenditure projections for current and planned projects expected to require additional appropriations through FY2022, as identified by EWA’s Comprehensive Asset Management Plan (CAMP) documents. The Five-Year Capital Improvement Plan is developed and sequenced pursuant to EWA’s Comprehensive Asset Management Plan.

Ten-Year Capital Improvement Plan – The Ten-Year Capital Improvement Plan includes expenditure projections for current and planned projects expected to require additional appropriations through FY2027, as identified by EWA’s CAMP documents.

Engineering estimates for both the Five-Year and Ten-Year Programs assume annual inflation rate increases based on the Engineering News Record Construction Cost Index for Los Angeles (ENRCLA). The ENR cost index is a widely accepted method for tracking trends in industrial construction such as wastewater treatment plants. As planning reports are updated or other information becomes available, the long-term financial schedules may be revised. Capital Programs may also be modified due to unanticipated wastewater service requirements by one or more Member Agencies, changes in local population and development growth patterns, and new regulatory requirements.

SUMMARY of CAPITAL EXPENSES

	Actual FY2016		Budget FY2017		Recommended FY2018
Capital Improvements	\$	3,043,810	\$	9,604,000	\$ 10,973,500
Planned Asset Replacement	\$	593,722	\$	698,400	\$ 736,600
Capital Acquisitions & Minor Plant Rehabilitation	\$	790,287	\$	541,000	\$ 769,900
Subtotal	\$	4,427,819	\$	10,843,400	\$ 12,480,000
Salaries & Benefits	\$	2,017,280	\$	2,322,497	\$ 2,402,012
Total Capital Expense	\$	6,445,099	\$	13,165,897	\$ 14,882,012

ESTIMATED REVENUES

	Actual FY2016		Budget FY2017		Recommended FY2018
City of Carlsbad	\$	1,533,237	\$	3,191,712	\$ 3,620,741
City of Vista	\$	1,727,293	\$	3,442,320	\$ 3,898,398
Buena Sanitation District	\$	477,680	\$	972,246	\$ 1,093,732
Vallecitos Water District	\$	1,378,699	\$	2,868,993	\$ 3,235,638
Leucadia Wastewater District	\$	1,030,353	\$	2,147,381	\$ 2,421,028
City of Encinitas	\$	260,664	\$	543,245	\$ 612,475
Total Capital Revenue	\$	6,407,926	\$	13,165,897	\$ 14,882,012

CAPITAL IMPROVEMENT PROGRAM
MULTI-YEAR PROJECTS

	Budget FY2017		Recommended FY2018		Change %
<i>Liquid Process Improvements</i>	\$	2,100,000	\$	3,111,000	48%
<i>Outfall</i>	\$	100,000	\$	165,000	65%
<i>Solids Process Improvements</i>	\$	975,000	\$	1,080,000	11%
<i>Energy Management</i>	\$	325,000	\$	1,222,000	276%
<i>General Improvements</i>	\$	1,304,000	\$	1,155,500	-11%
<i>Technology Master Plan</i>	\$	3,000,000	\$	3,290,000	10%
<i>Professional Services</i>	\$	1,800,000	\$	950,000	-47%
Total Capital Improvement Projects	\$	9,604,000	\$	10,973,500	14%
Planned Asset Replacements	\$	698,400	\$	736,600	5%
Capital Acquisitions & Minor Plant Rehabilitation	\$	541,000	\$	769,900	42%
Personnel	\$	2,322,497	\$	2,402,012	3%
Total Capital Expense	\$	13,165,897	\$	14,882,012	13%

CAPITAL IMPROVEMENTS

Org	Object	Project	Description	Amount
91802	8335	11005	Primary Area Improvements Project - Construction	\$ 2,000,000
91802	8336	11005	Primary Area Improvements Project - Construction Eng.	\$ 90,000
91802	8337	11005	Primary Area Improvements Project - Construction Mgmt.	\$ 110,000
91802	8334	12006	PE Pipeline Rehab Phase II and Sludge Pumping Upgrades - Design	\$ 360,000
91802	8335	12006	PE Pipeline Rehab Phase II and Sludge Pumping Upgrades - Construction	\$ 500,000
91802	8336	12006	PE Pipeline Rehab Phase II and Sludge Pumping Upgrades - Construction Eng.	\$ 23,000
91802	8337	12006	PE Pipeline Rehab Phase II and Sludge Pumping Upgrades - Construction Mgmt.	\$ 28,000
91802	8335	21005	Ocean Outfall Inspection - Internal 84-inch only - Construction	\$ 150,000
91802	8336	21005	Ocean Outfall Inspection - Internal 84-inch only - Construction Eng.	\$ 7,000
91802	8337	21005	Ocean Outfall Inspection - Internal 84-inch only - Construction Mgmt.	\$ 8,000
91802	8334	33006	Energy Emissions and Biosolids Predesign	\$ 300,000
91802	8334	32013	Digester Nos. 4, 5, 6 Improvements Project (clean, roof rehab, mixers)	\$ 480,000
91802	8335	33013	RTO Process Upgrades	\$ 300,000
91802	8335	41007	Cogen Engine Top-End Overhaul	\$ 325,000
91802	8339	84019	CMMS & Asset Mgmt Development	\$ 200,000
91802	8334	98111	Alternative Fuels Screening Facility - Design	\$ 61,000
91802	8335	98111	Alternative Fuels Screening Facility - Construction	\$ 760,000
91802	8336	98111	Alternative Fuels Screening Facility - Construction Eng.	\$ 34,000
91802	8337	98111	Alternative Fuels Screening Facility - Construction Mgmt.	\$ 42,000
91802	8335	51001	ORF I Carbon Media Replacement	\$ 100,000
91802	8335	52032	Plant Wide Asset Painting and Protective Coating	\$ 150,000
91802	8334	52033	Plant Wide Abandoned Equipment Removal - Design	\$ 40,000
91802	8334	98112	Effluent Pump Station Improvements - Design	\$ 20,000
91802	8335	98112	Effluent Pump Station Improvements - Construction	\$ 220,000
91802	8336	98112	Effluent Pump Station Improvements - Construction Eng.	\$ 10,000
91802	8337	98112	Effluent Pump Station Improvements - Construction Mgmt.	\$ 12,000
91802	8334	98113	Demo ORF III Chemical - Design	\$ 10,000
91802	8335	98113	Demo ORF III Chemical - Construction	\$ 100,000
91802	8336	98113	Demo ORF III Chemical - Construction Eng.	\$ 5,000
91802	8337	98113	Demo ORF III Chemical - Construction Mgmt.	\$ 6,000
91802	8334	98114	Settlement Migation - Flow EQ - Design	\$ 40,000
91802	8335	98114	Settlement Migation - Flow EQ - Construction	\$ 250,000
91802	8336	98114	Settlement Migation - Flow EQ - Construction Eng.	\$ 11,000
91802	8337	98114	Settlement Migation - Flow EQ - Construction Mgmt.	\$ 14,000
91802	8335	98115	Board Room Rehabilitation - Recording Equipment	\$ 9,500
91802	8335	98115	Board Room Rehabilitation - Teleconference Equipment	\$ 28,000
91802	8335	98115	Board Room Rehabilitation - Displays, Computer Rack & Audio	\$ 130,000
91802	8334	61407	SCADA System Improvements (DB Implementation-Year 2) - Design	\$ 200,000
91802	8335	61407	SCADA System Improvements (DB Implementation-Year 2) - Construction	\$ 2,750,000
91802	8336	61407	SCADA System Improvements (DB Implementation-Year 2) - Construction Eng.	\$ 124,000
91802	8337	61407	SCADA System Improvements (DB Implementation-Year 2) - Construction Mgmt.	\$ 151,000
91802	8335	61407	SCADA System Improvements (Automate Main Breakers in COGEN)	\$ 65,000
91802	8333	81010	FY 2018 Asset Condition Assessments - EWPCF	\$ 100,000
91802	8332	83001	E-CAMP Update	\$ 150,000
91802	8332	84001	As Needed Engineering Assistance	\$ 350,000
91802	8332	84002	Research and Development Services	\$ 100,000
91802	8332	84008	Electronic Operations Manual and Document Mgmt - Updates	\$ 50,000
Total Capital Improvement				\$ 10,973,500

PLANNED ASSET REPLACEMENT

Org	Object	Project	Description	Amount
80002	8010	80018	General Plant Rehab and Unplanned Repair	\$ 136,000
80002	8010	80028	Roof Repair for Admin Bldg	\$ 50,000
80002	8010	80038	Plant Security Patrol & Monitoring	\$ 39,000
80002	8010	80048	Electronic Door Hinge and Locks Replacement - Phase III	\$ 30,000
80002	8010	80058	Rehab Motor Control Center	\$ 40,000
80002	8020	80068	TWAS Pump Rebuild	\$ 29,000
80002	8020	80078	DAP Pressurization and Poly Pump Rehab	\$ 24,600
80002	8050	80088	FOG Transporter, Metering, Flushing System Rebuild	\$ 42,000
80002	8050	80098	Primary Area Equipment Rehabilitation	\$ 31,000
80002	8050	80108	Replace Primary Gallery Sump Pumps (3)	\$ 20,000
80002	8030-60	80118	Process Pump Rehabilitation	\$ 50,000
80002	8070	80128	Digester Area Equipment Replacement	\$ 36,000
80002	8080	80138	Centrifuge Feed Pump, Grinder & Motor Rebuild	\$ 44,000
80002	8080	80148	Heat Dryer Equipment Replacement	\$ 65,000
80002	8090	80158	Repair COGEN Roof	\$ 100,000
Total Planned Asset Replacement				\$ 736,600

CAPITAL ACQUISITIONS & MINOR PLANT REHABILITATION

Org	Object	Project	Description	Amount
12002	7730	70018	ICP-OES Concentric Spectrometer System	\$ 98,000
23002	7710	70028	Upgrade MUNIS SQL Server	\$ 70,000
23002	7710	70038	Replace Backup Server	\$ 25,000
23002	7710	70048	UPS Service and Warranty	\$ 9,500
23002	7740	70058	Vehicle Replacement (Source Control Truck)	\$ 35,000
23002	7750	70068	Replace Cogen Communication Modules	\$ 15,000
23002	7750	70078	Replace Exhaust Fans in LAB	\$ 25,000
23002	7750	70088	Tank drainage Pump	\$ 6,000
23002	7750	70098	Replace DAF #3 Bubbler	\$ 10,000
23002	7750	70108	Replace DAF #2 Switches	\$ 10,000
31002	7750	70118	AHPS - Grinder Rebuild	\$ 28,000
31002	7750	70128	AHPS - Pump Rebuild	\$ 12,000
31002	7750	70138	AHPS - Unplanned Minor Rehab	\$ 5,000
31002	7750	70148	AHPS - VFD Emergency Repairs	\$ 10,000
31002	7750	70158	AHPS - SCADA Programming	\$ 89,900
32002	7750	70168	BVPS - Grinder Rebuild	\$ 25,000
32002	7750	70178	BVPS - Sewage Pump and Motor Rebuild	\$ 24,000
32002	7750	70188	BVPS - Install Drainage System Electrical Hand Holes	\$ 26,000
32002	7750	70198	BVPS - Unplanned Minor Rehab	\$ 5,000
32002	7750	70218	BVPS - VFD Emergency Repairs	\$ 23,000
32002	7750	70228	BVPS - Roof Rehab	\$ 15,000
37002	7750	70238	BCPS - Grinder Rebuild	\$ 23,000
37002	7750	70248	BCPS - Sewage Pump Rebuild	\$ 13,000
37002	7750	70258	BCPS - Sewage Pump Motor Analysis	\$ 7,000
37002	7750	70268	BCPS - Security Access Upgrade	\$ 5,000
37002	7750	70278	BCPS - Structural Deflection Analysis motor 1 & 2	\$ 8,000
37002	7750	70288	BCPS - Unplanned Minor Rehab	\$ 6,000
37002	7750	70298	BCPS - VFD Emergency Repairs	\$ 10,000
38002	7750	70308	CWRF - Door repair and Replacement	\$ 6,500
38002	7750	70318	CWRF - Unplanned Minor Rehab	\$ 12,000
38002	7750	70328	CWRF - VFD Emergency Repairs	\$ 10,000
38002	7750	70338	CWRF - Replace Cascade Rings	\$ 9,500
38002	7750	70348	CWRF - Switching Controller for GMF Turbidity Analyzer	\$ 6,000
38002	7750	70358	CWRF - Dryer on GMF Compressor	\$ 7,500
38002	7750	70368	CWRF - Recoat Hypo Pit Floor	\$ 19,000
39002	7750	70378	RBPS - Grinder Emergency Rebuild	\$ 26,000
39002	7750	70388	RBPS - Sewage Sump Rebuild	\$ 12,000
39002	7750	70398	RBPS - Unplanned Minor Rehab	\$ 5,000
39002	7750	70408	RBPS - VFD Emergency Repairs	\$ 8,000
39002	7750	70418	RBPS - Sewage Pump Motor	\$ 10,000
Total Capital Acquisitions & Minor Plant Rehabilitation				\$ 769,900

LONG-TERM CAPITAL FINANCIAL PLAN

5 YEAR *and* 10 YEAR CAPITAL BUDGET

Fiscal Year	Capital Improvement	Planned Asset Replacement	Capital Acquisitions & Minor Plant Rehabilitation	Personnel Expense	Total
2018	\$ 10,973,500	\$ 736,600	\$ 769,900	\$ 2,402,012	\$ 14,882,012
2019	\$ 17,646,000	\$ 751,000	\$ 785,000	\$ 2,450,000	\$ 21,632,000
2020	\$ 17,993,000	\$ 766,000	\$ 801,000	\$ 2,499,000	\$ 22,059,000
2021	\$ 11,491,000	\$ 781,000	\$ 817,000	\$ 2,549,000	\$ 15,638,000
2022	\$ 10,076,000	\$ 797,000	\$ 833,000	\$ 2,600,000	\$ 14,306,000
5 Year Total	\$ 68,179,500	\$ 3,831,600	\$ 4,005,900	\$ 12,500,012	\$ 88,517,012
2023	\$ 23,401,000	\$ 813,000	\$ 850,000	\$ 2,652,000	\$ 27,716,000
2024	\$ 18,278,000	\$ 829,000	\$ 867,000	\$ 2,705,000	\$ 22,679,000
2025	\$ 12,144,000	\$ 846,000	\$ 884,000	\$ 2,759,000	\$ 16,633,000
2026	\$ 12,387,000	\$ 863,000	\$ 902,000	\$ 2,814,000	\$ 16,966,000
2027	\$ 12,635,000	\$ 880,000	\$ 920,000	\$ 2,870,000	\$ 17,305,000
10 Year Total	\$ 147,024,500	\$ 8,062,600	\$ 8,428,900	\$ 26,300,012	\$ 189,816,012

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